

Successful change requires workforce commitment

Today's business executives need to be masters of change in new ways. Rather than issue orders, they must first determine what is needed in their organisation to serve the marketplace and then adeptly drive change by encouraging vision and innovation within their teams. What's the difference between change that delivers bottom-line results and initiatives that fall short? The genuine commitment of those charged with implementation. And winning that commitment is by no means a given in an increasingly uncertain and cynical business environment.

Leaders go first

Cynicism and uncertainty aren't the only things standing in the way of workforce commitment. People are looking for meaning at work beyond the traditional definitions of job satisfaction, compensation and benefits. How does a leader obtain committed action in this environment? It takes a lot more than merely communicating strategic objectives. It takes personal connection — continuous and consistent personal connection.

Inspiring leaders look inward and connect their business messages with what they deeply believe in and care about. They create shared purpose by engaging the hearts *and* minds of others. This kind of leadership *earns* commitment and provides the meaning that fuels maximum contribution.

Your partner in developing leaders who can drive change

BlessingWhite's executive development programme, *Leading Out Loud™*, is based on the book by veteran communication consultant Terry Pearce. It is designed to develop leaders who can drive business results through authentic communication.

"Communication is the primary tool that leaders have to bridge vision and strategy to others' actions," asserts Pearce. "Learning how to craft, clarify and hone leadership messages is a discipline that enables leaders to analyse and act on all situations more effectively."

"It's about more than skill... it's about character. Because leadership today starts with a decision, not a promotion."

Terry Pearce
Leading Out Loud

After the *Leading Out Loud* three-day workshop, your organisation's leaders will be better able to:

- Integrate their personal convictions with business priorities
- Inspire others to action and ownership in creating positive change
- Create an environment of openness and candor, unleashing more ideas and breakthrough innovation

- Motivate others in team meetings, coaching situations, presentations and one-on-one conversations
- Earn deeper trust and commitment from employees, colleagues and customers
- Lead change effectively with or without position power.

The *Leading Out Loud* process

Leading Out Loud provides not only the 'what to do' but the 'how to' of leadership that drives change. It provides each participant with:

- A method for inspiring action on a current business challenge
- Real-world business examples that model the method
- The experience of developing and delivering an inspiring change message through rigorous practise
- Focused coaching on the clarity and impact of the participant and the message.

The programme is organised around four Core Principles that apply broadly to all aspects of a leader's behaviour:

- **Discover what matters**

To inspire others, leaders must know where they stand and be clear on the source of their convictions.

- **Find and discipline your voice**

Inspiring others requires the ability to challenge the status quo and assert ideas or doubts regardless of popular opinion.

- **Decide to lead**

Resolving to develop the capacity to read one's own emotions and respond appropriately and to notice and respond to the emotions in others.

- **Connect with others**

Demonstrating business competence (for the mind) and making personal connections (for the heart) are key to obtaining commitment from people whose actions are required for business success.

"The mind makes a decision based on agreement with the information... The heart makes a commitment based on a feeling of connection to the leader."

Terry Pearce

A framework for authentic communication

Much of the programme is focused on direct business applications of a practical framework for connecting with listeners. This framework — called Authentic Leadership Communication — can be used in formal presentations, team meetings, one-on-one discussions, 'town halls,' conference calls and written communications. It also serves as a guide for thoughtfully approaching all business situations and leadership decisions. The five elements of the framework are:

- Establish Competence and Build Trust
- Create Shared Context
- Declare and Describe the Future
- Commit to Action
- Elicit and Sustain Authentic Response.

Outcomes

To move your organisation forward, your executives need to be leaders who can gain true commitment versus mere compliance. *Leading Out Loud* will help them focus energy and sustain morale through volatile business cycles and achieve lasting results. Participants in the workshop leave with:

- A clearer leadership point of view
- A pragmatic communication framework for inspiring committed action
- A new standard of leadership integrity and constructive dialogue with senior executives, colleagues, direct reports, even customers and shareholders
- Real progress on a current business challenge or opportunity to move the organisation forward.

What leaders have to say about their experience

"This is probably the single most influential leadership course I have ever taken."

"Leaders aren't born — they are inspired by programmes like this!"

"This was incredible. I thought, 'Oh no, another management course.' This has been a different and revolutionary learning experience for me."